



Angela Allen

CPM Project 2017

Introduction

My name is Angela Allen and I have worked for the South Carolina Department of Motor Vehicles for 14 years. I currently hold the Chief of Training and Change Management position with the DMV. This is a research project for the 2017 class of the S.C. Certified Public Manager program.

About SCDMV

The South Carolina Department of Motor Vehicles



Mission Statement

The South Carolina Department of Motor Vehicles (SCDMV) administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, property records, while accurately accounting for the receipt and timely distribution of all revenue collect in order to best serve our citizens.

To accomplish this mission, SCDMV will administer South Carolina's motor vehicle laws in an efficient, effective and professional manner in order to deliver

accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.

Vision Statement

SCDMV is a model state agency delivering exceptional customer service and promoting effective and efficient business processes, professional employees, innovative technology and strategic partnerships.

Values

Competent, Committed, and Courteous.

Problem Statement

SCDMV provides more than 445 different products and services to the citizens of South Carolina. It is imperative that each employee have an in-depth understanding of South Carolina Motor Vehicle policies and procedures in order to serve the needs of the citizens. The DMV strives to achieve excellence; great amounts of time and effort are spent to fully train our staff. Because of the frequency and volume of employees required to attend training classes, there is a possibility that DMV could realize a cost savings by constructing a dormitory facility on site rather than paying local hotels to house out-of-town employees. In my opinion, public servants and their organizations are charged to be excellent

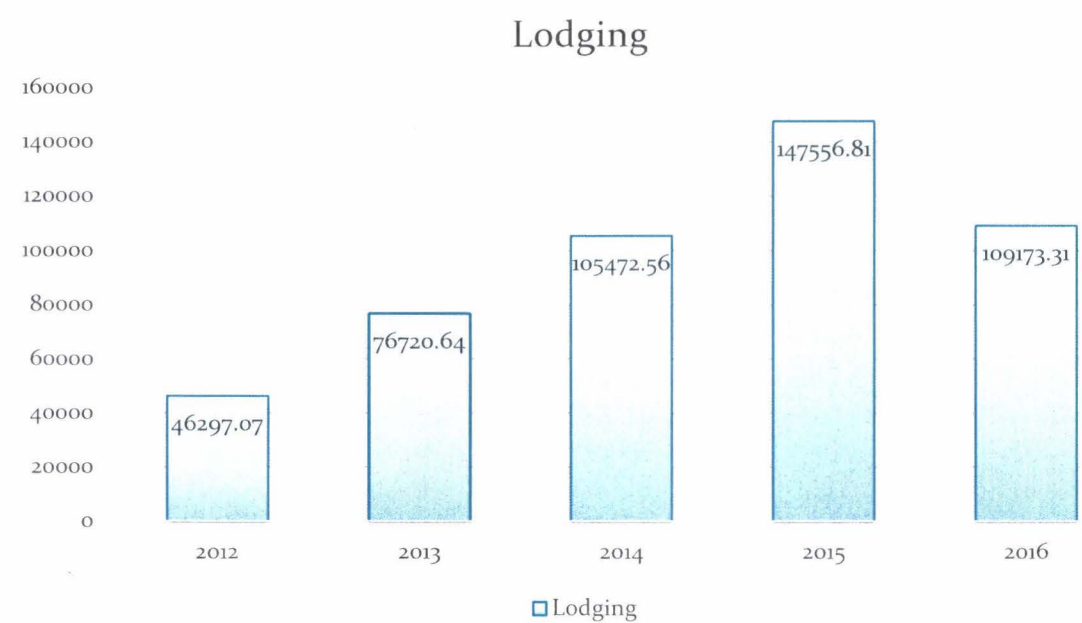
stewards of all monies especially those that are provided by taxpayers and citizens of The State of South Carolina.

Data Collection and Analysis

SCDMV conducts all types of training classes year-round. Training classes are conducting at our headquarters location in Blythewood, South Carolina. Currently there are fourteen different training classes with the average class size at 12 employees. The classes range two days to ten days as illustrated below:

New Employee Training (NET)	10 Days
New Employee Training Express (temporary employees)	3 Days
Financial Responsibility (FR)	2 Days
Suspension Training	2 Days
International Documents Training	3 Days
IRP / IFTA Training	5 Days
Assistant Branch Supervisor 1 Training	5 Days
Manager Leader Course	5 Days
Manager Training Level 1	2 Days
Manager Training Level 2	2 Days
Commercial Driver's License Examiner Training	6 Days
Class D Examiner Training	3 Days
Class M Examiner Training	2 Days
Class E & F Examiner Training	3 Days

It is the responsibility of the Chief of Training to schedule classes and coordinate hotel stays for out-of-town employees as needed. Mr. Ralph Bailey, SCDMV Business Analyst, reports that the SCDMV spent \$485,220.39 over the past five years on housing out-of-town associates for training as outlined in the illustration below:



As you can see from the chart our lodging has increased because our training has morphed into the demands. There have been several changes to our training laws which required new CDL requirements and certifications, not to mention our turn over rate. When the economy started getting stronger, DMV started seeing a higher turn over rate.

Proposal

Construct a dormitory-type housing facility with nine bedrooms, one kitchen/dining area, and one common area. The proposed facility would be 4515 square feet. Bedrooms would be 13 X 25 and consist of one double bed, one dresser, one TV, one closet area, and one bathroom. Bathrooms should have one toilet, one sink vanity, and one stand up handicap accessible shower (no tubs). Based on standard housing protocols, male and female training applicants would be assigned separate dormitory rooms as they become available.

Findings and Evaluations

The first step is to locate and acquire the property for proposed construction. The DMV and Department of Public Safety (DPS) co-own facilities and grounds located at 10311 Wilson Boulevard in Blythewood, South Carolina. There is ample vacant area in a rear parking lot that is available for this housing facility (Appendix 1).

Marshall Rock, Facilities Management Coordinator, assisted in the design and helped create the building specifications as proposed (Appendix 2). Marshall created a 4515 square feet one level facility for the purpose of this project. Accommodations and amenities are similar to hotel type facilities. There is a proposed common area that would allow the employees space to perform various activities such as study, reading, and fellowship. There is also a proposed kitchen area to accommodate the preparation of food. There is a proposed Janitorial area,

so that the custodians will be able to wash all linens and towels. A Mechanical Room, Fire Pump, and Electrical area, as well as dimensions and accessibility options were added to meet current commercial code. The facility is a brick building with a metal awning type cover on the front.

Bedrooms will look similar to the image provided below:



BEDROOM

Each headboard is 36"L x 56"W and cost \$149.00. Double Mattress sets are \$329.99. The comforter is 86"L x 98"W and costs \$85.95 each. Sheet sets, Pillows and Pillowcases are all sold by the dozen and are \$157.00, \$78.00, and \$27.95 respectively. Each room will need a six drawer dresser measuring 53"L x 31"H x 15"D at a cost of \$169.99 with a matching nightstand that costs \$79.99. There will be two wall lamps installed on each side of the bed. These wall lamps come with a small LED reading light and cost \$65.95 each. Five bedrooms of the facility will have windows that will require curtains at a costs \$26.00 per set including curtain

rod and hardware. Wall mirrors will be provided at a cost of \$43.99. Each room will have a 43" VIZIO LED HDTV mounted on the wall that costs \$228.00.

BATHROOM

Bathrooms are to be equipped with a three-towel holder costing \$11.50. There will be a hand towel holder that will cost \$16.95. There will be a 1600-watt wall-mount hair dryer that costs \$32.95 each. The towels are 22" x 44" and cost \$19.95 per dozen. Washcloths are 12" x 12" and are available by the dozen at \$3.50. The bath mats are \$21.95 for one dozen. In order to accommodate five days and to allow for incidentals the proposal requests 96 towels and washcloths.

KITCHEN AND COMMON AREA

In the common area, there will be two oversized chairs with ottomans and matching sofas available as a set costing \$949.99 per set. Accessories will include one area rug 10" x 7" and 4 accent pillows costing \$167.00 . There will be a table that will seat six people in the dining area provided at a cost of \$499.00. There will be a fully functional kitchen including a 166-piece basic essential starter kit. All major appliances are included in this proposal and have been factored into the total building estimate.

HOUSEKEEPING

Housekeeping will be contracted and request for proposals will be submitted for services outlined below;

1. Perform normal housekeeping duties not limited to;

- a. Vacuuming
 - b. Dusting
 - c. Mopping
- 2. Linen Service
 - 3. Waste Management

For informational purposes a bid from Robinsons Cleaning Services was obtained.

It is estimated that no less than 20 man hours will be needed at a rate of \$10.00 per hour. The cleaning service will come weekly.

BEDROOM		BATHROOM	
HEADBOARD	\$1341.00	TOWEL HOLDER	\$115.00
BEDS	\$2969.91	TOWEL RING	\$152.55
SHEETS	\$314.00	HAIR DRYER	\$395.40
PILLOWCASES	\$167.70	TOILET PAPER HOLDER	\$196.11
COMFORTERS	\$773.55	WASHCLOTHS	\$28.00
PILLOWS	\$234.00	TOWELS	\$159.60
DRESSER	\$1529.91	BATH MAT	\$21.95
NIGHTSTAND	\$719.91		
ALARM CLOCK	\$90.00		
WALL LAMPS	\$1187.10		
CURTAIN RODS/ CURTAINS	\$130.00		
WALL MIRROR	\$395.91		
LIVING ROOM		KITCHEN	
COUCH SET	\$949.99	166 PIECE ESSENTIAL SET	\$99.98
COUCH SET	\$949.99	COFFEE POT	\$16.88
RUG	\$119.00	TOASTER	\$16.88
PILLOWS	\$48.00	WASHER/DRYER	\$978.00
43 " TV – 10	\$2280.00	DINING ROOM SET	\$499.00

Summary and Recommendations

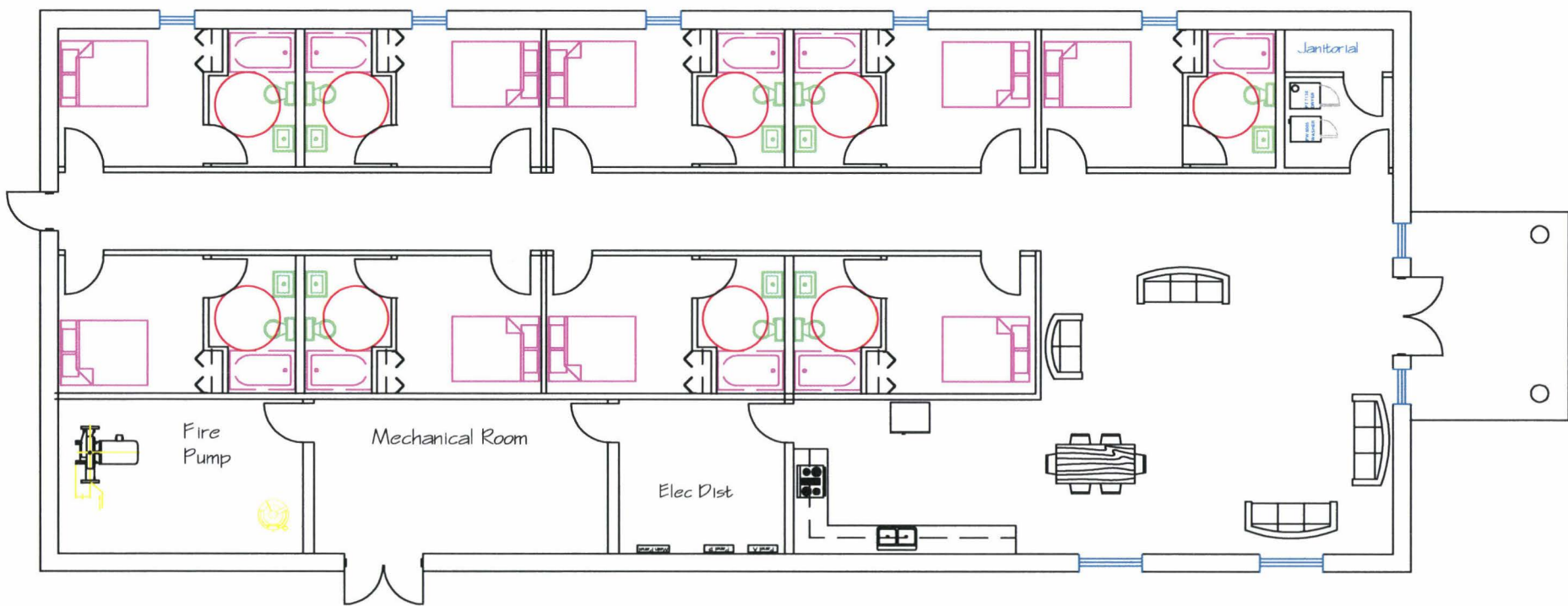
Construction is estimated at \$546,315.00, cost per square foot was \$121.00.

The estimated total cost of the furnishings and accessories comes to \$16,829.32.

The grand total for the entire project comes to \$563,144.32. This total is only to get the building up and going. It does not account for the weekly expense of the cleaning crew. It does not account for the monthly expense of the toiletries, cleaning products, washing products, and the maintained cleaning.

Monthly Expenses	
Cleaning	\$800.00
Toiletries	\$75.00
Cleaning Products	\$50.00
Washing Products	\$100.00

I really did not expect this to be such an expensive project and I cannot recommend that we pursue looking into this project. It would eventually pay off after about 8 to 10 years. I see the technology in 8 to 10 years over taking the need to have so many classroom training sessions. I do not recommend pursuing the building of a dormitory at this time..





Headboards - 36" Height

DW53FL

Full

56"W x 36"H

\$149.00 ea.



***FREE Box Spring With Set Purchase**

Set Price: \$329.99

Reg. \$449.99

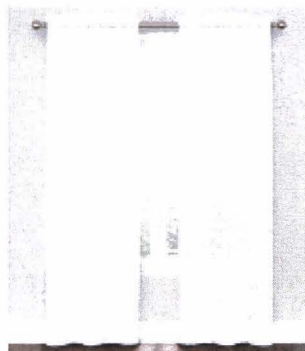
Save \$120.00 (26%)

Serta Perfect Sleeper Davis Euro
Top Full Mattress Set

In Store Only



Wall Mirror \$43.99



Curtins \$20.00



Curtin Rod \$6.00



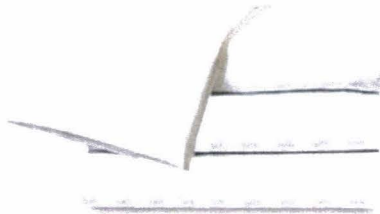
6 Drawer Dresser \$169.99



Night Stand \$79.99



Wall Lamp \$65.95



Sheets

Flat sheet \$91.75 dozen

Fitted sheet \$65.25 dozen

Pillow Case \$27.95 dozen



Pillows

\$6.50 each

Comforter

\$85.95 each



Alarm Clock \$7.50 each



43" VIZIO LED HDTV \$228.00



Bath Towels \$19.95 dozen

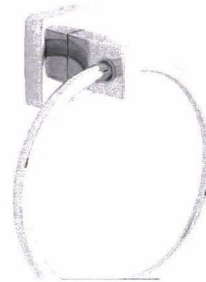
Wash Cloths \$3.50 dozen

Bath Mats \$21.95 dozen



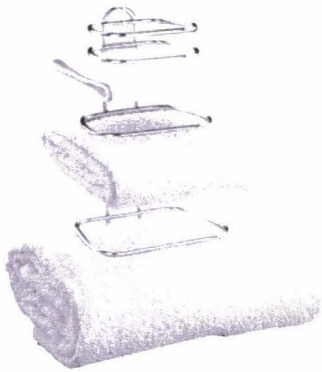
Wall Mount Dryer

\$32.95 each



Towel Ring

\$16.95 each



3 Guest Towel Holder \$11.50 each



Toilet Paper holder \$21.79



Living Room Set \$949.99



Couch \$399.99



Accent Pillow \$12.00



Area rug \$119.00



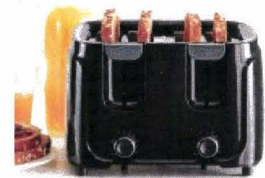
Set \$499.00



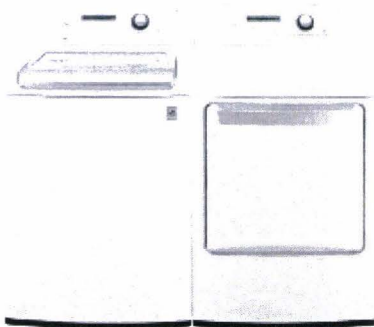
83 piece combo set \$49.99 (2)



coffee pot \$16.88



Toaster \$16.88



Washer and Dryer set \$978.00

References

Founded in 2008, Fixr.com is a national service that connects consumers seeking cost estimates about local businesses. [Data File]. Retrieved from <http://www.fixr.com/costs/build-hotel>

National Hospitality Supply was founded in 1990, with the intent of providing Hotels, Motels and others in the Hospitality Industry a source for all their supply and equipment needs. [Data File]. Retrieved from http://www.nathosp.com/product/hotel_guestroom_furniture.

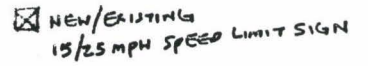
Lowes Home Improvement Store founded in 1946 [Data File]. Retrieved from <http://www.lowes.com>

Big Lots Retail Company founded in 1967 [Data File]. Retrieved from <http://www.biglots.com>

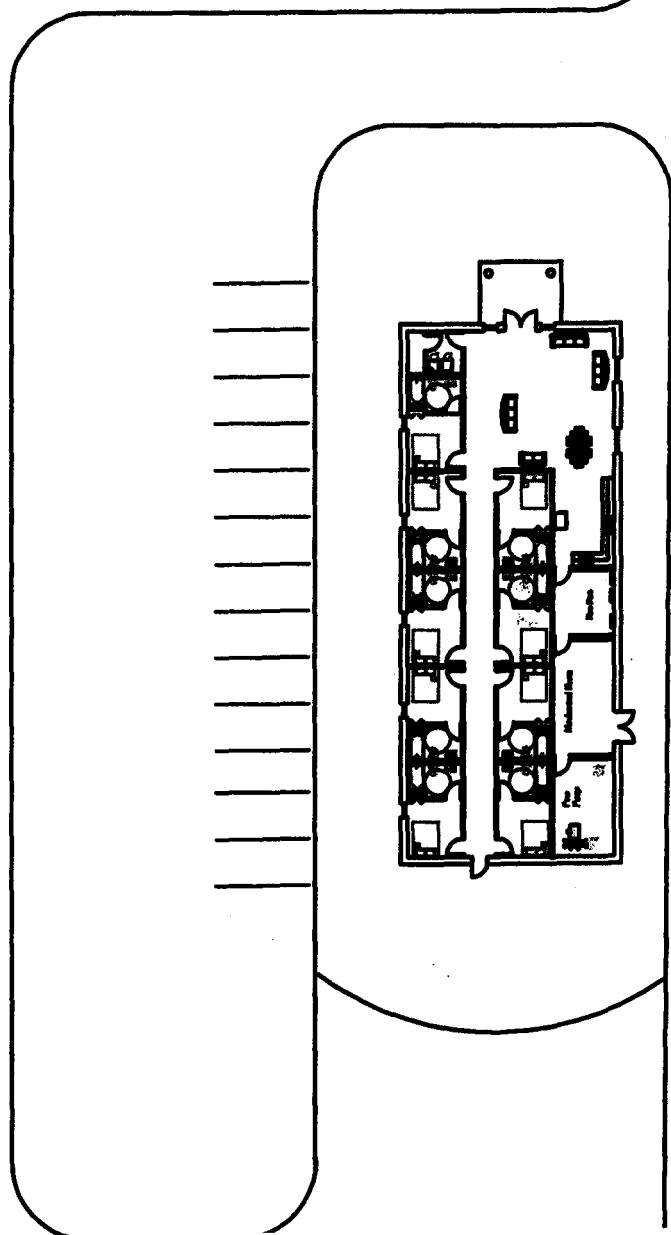
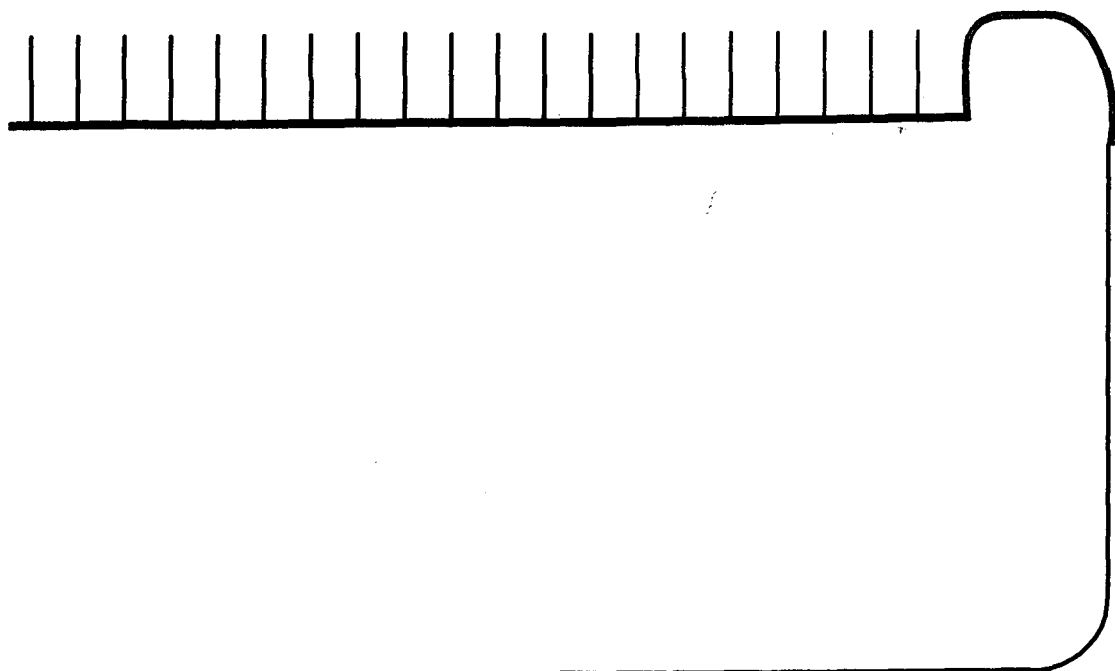
Marshall Rock, Facilities Maintenance, Personal Communication, November 8, 2016

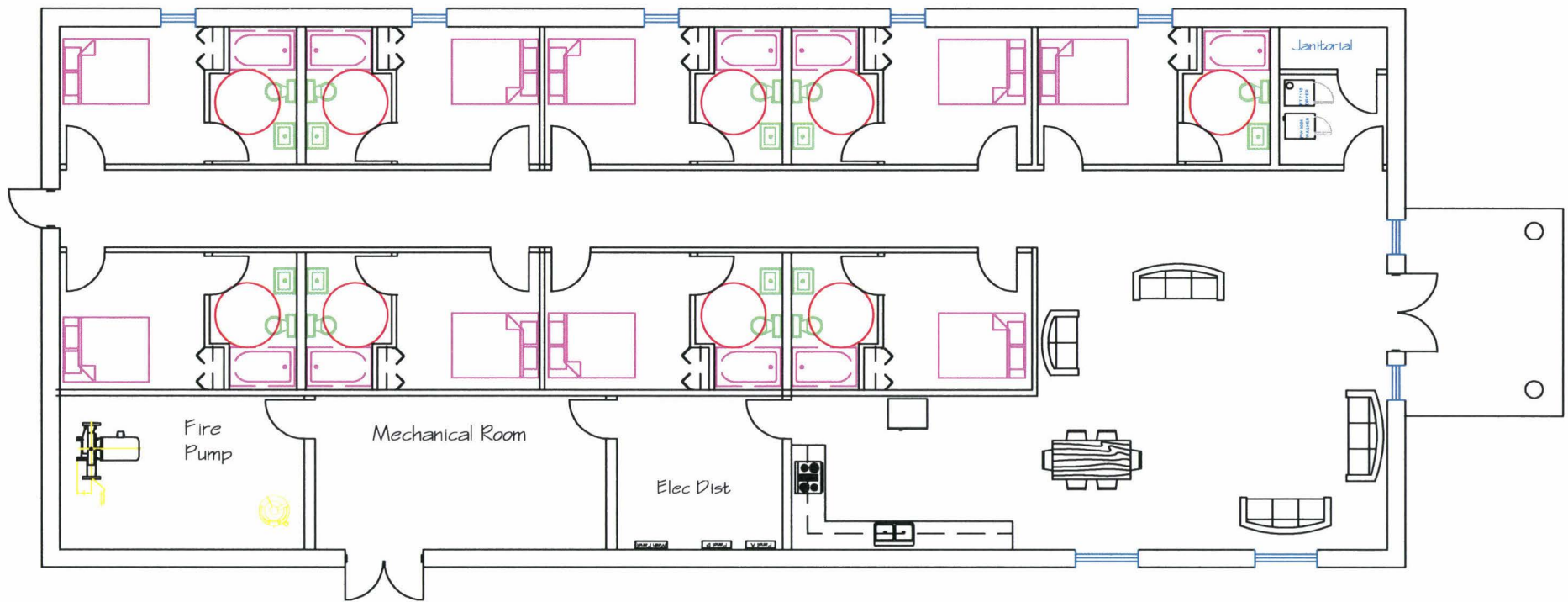
Ralph Bailey, Business Analyst, Personal Communication, October 18, 20016

☒ NEW/EXISTING
15/25 MPH SPEED LIMIT SIGN



25MPH TOTAL: ~~4~~ (NONE NEEDED).





FY16 UPDATED WITH FINAL AMOUNTS

Functional Area	Fund Center	S u	Commitment Items	YTD Actual Expense
R400_0000 ADM	R400ABC000 Train & Change Mgt.	50	IN ST-LODGING	\$33,606.73
R400_0000 ADM	R400ABC000 Train & Change Mgt.	50	OUT ST-LODGING	\$814.66
R400_0004 CSC	R400CD0000 CST Train & Trvl.	50	IN ST-LODGING	\$74,751.92
R400_0011 IG	R400NA0000 CDL Compliance	50	IN ST-LODGING	\$0.00
Grand Total				\$109,173.31

FY16 (subject to change)

Functional Area	Fund Center	S u	Commitment Items	YTD Actual Expense
R400_0000 ADM	R400ABC000 Train & Change Mgt.	50	IN ST-LODGING	\$33,606.73
R400_0000 ADM	R400ABC000 Train & Change Mgt.	50	OUT ST-LODGING	\$814.66
R400_0004 CSC	R400CD0000 CST Train & Trvl.	50	IN ST-LODGING	\$70,249.52
R400_0011 IG	R400NA0000 CDL Compliance	50	IN ST-LODGING	\$0.00
Grand Total				\$104,670.91

FY15

Functional Area	Fund Center	S u	Commitment Items	YTD Actual Expense
R400_0000 ADM	R400ABC000 Train & Change Mgt.	50	IN ST-LODGING	\$33,619.45
R400_0004 CSC	R400CD0000 CST Train & Trvl.	50	IN ST-LODGING	\$113,937.36
R400_0011 IG	R400NA0000 CDL Compliance	50	IN ST-LODGING	\$0.00
Grand Total				\$147,556.81

FY14

Functional Area	Fund Center	S u	Commitment Items	YTD Actual Expense
R400_0000 ADM	R400ABC000 Train & Change Mgt.	50	IN ST-LODGING	\$19,759.40
R400_0004 CSC	R400CD0000 CST Train & Trvl.	50	IN ST-LODGING	\$85,713.16
R400_0011 IG	R400NA0000 CDL Compliance	50	IN ST-LODGING	\$0.00
Grand Total				\$105,472.56

FY13- DMV Reorg Year

Functional Area	Fund Center	S u	Commitment Items	YTD Actual Expense
R400_0000 ADM	R400ABC000 Train & Change Mgt.	50	IN ST-LODGING	\$76,583.68
R400_0000 ADM	R400ABC000 Train & Change Mgt.	50	OUT ST-LODGING	\$136.96
R400_0004 CSC	R400CD0000 CST Train & Trvl.	50	IN ST-LODGING	\$0.00
R400_0000 ADM	R400ACA000 OIA-CDL	50	IN ST-LODGING	\$0.00
R400_0000 ADM	R400ACA000 OIA-CDL	50	OUT ST-LODGING	\$0.00
Grand Total				\$76,720.64

FY12

Functional Area	Fund Center	S u	Commitment Items	YTD Actual Expense
R400_0000 ADM	R400ABC000 Train & Change Mgt.	50	IN ST-LODGING	\$0.00
R400_0004 CSC	R400CD0000 CST Train & Trvl.	50	IN ST-LODGING	\$46,297.07
R400_0000 ADM	R400ACA000 OIA-CDL	50	IN ST-LODGING	\$0.00
Grand Total				\$46,297.07

ANGELA

Subject: FW: Training Center

From: Rock, Marshall O [<mailto:Marshall.Rock@scdmv.net>]
Sent: Wednesday, December 07, 2016 4:30 PM
To: ANGELA <ANGELA.ALLEN@CHARTER.NET>
Subject: RE: Training Center

Total Square Feet:	4515
Estimated Cost per Square Foot:	\$121.00/Sqr Foot
Estimated Total Cost:	\$546,315.00

From: Rock, Marshall O [<mailto:Marshall.Rock@scdmv.net>]
Sent: Wednesday, December 07, 2016 1:59 PM
To: ANGELA <ANGELA.ALLEN@CHARTER.NET>
Subject: RE: Training Center

Do you need a detailed estimate or just cost per square foot and total?

From: ANGELA [<mailto:ANGELA.ALLEN@CHARTER.NET>]
Sent: Wednesday, December 7, 2016 11:19 AM
To: Rock, Marshall O <Marshall.Rock@scdmv.net>
Subject: RE: Training Center

No sir! This looks solid for me.

Thanks,
Angela

From: Rock, Marshall O [<mailto:Marshall.Rock@scdmv.net>]
Sent: Wednesday, December 07, 2016 11:09 AM
To: ANGELA <ANGELA.ALLEN@CHARTER.NET>
Subject: RE: Training Center

Do you want any changes? Additions?

From: Rock, Marshall O [<mailto:Marshall.Rock@scdmv.net>]
Sent: Wednesday, December 07, 2016 8:42 AM
To: ANGELA <ANGELA.ALLEN@CHARTER.NET>
Subject: RE: Training Center

See revised drawing, I will work on a cost estimate later today

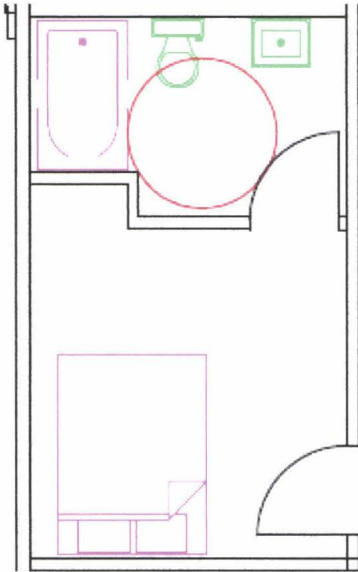
From: ANGELA [<mailto:ANGELA.ALLEN@CHARTER.NET>]
Sent: Sunday, December 4, 2016 3:24 PM

To: Rock, Marshall O <Marshall.Rock@scdmv.net>

Subject: RE: Training Center

You have done an **AWSOME** job!!!!!!!!!!!!!! I can't tell you how excited I am with this. Thanks so very much Marshall!

Can you add a closet? It can either be in the bedroom in the indentation where the tub is or we can move it into the bathroom next to the indentation where the tub is. It doesn't have to be very big.



Begin forwarded message:

From: "Rock, Marshall O" <Marshall.Rock@scdmv.net>

Date: December 2, 2016 at 5:04:49 PM EST

To: "Allen, Angela C" <Angela.Allen@SCDMV.net>

Subject: Training Center

See attached, look over it and let me know what you want to change. This is a rough draft, I will add windows, an awning over the front door, etc.

What kind of detail do you need for your class?

MR



Cleaning Services Contract

This agreement for cleaning services between _____
(hereafter referred to as "Client") and _____ (hereafter
referred to as "Contractor") is made and entered into upon the following date:
____/____/____.

The house stated in this agreement is found at the following address:

The Client would like to have the above mentioned house maintained on a regular basis. The Client and Contractor hereby agree to the following terms:

1. Client will give Contractor access to the inside of the house during regular business hours and any additional mutually agreed upon times.
2. Client will provide for the use by the Contractor in performance of this contract the following supplies and equipment:

3. Client will pay Contractor \$_____ on the first day of each month for services to be performed during the rest of the month.
4. Services to be performed by Contractor include the following: vacuuming of carpets, dusting, and polishing of furniture; cleaning of wood floors, kitchen appliances, bath tubs and shower stalls, toilets, sinks and all sink fixtures; in addition removal of trash from the interior trash containers and brought to the outdoor Dumpster.
5. Contractor will begin performing Cleaning Services on ____/____/____. Thereafter, Cleaning Services shall be performed on a mutually agreed upon schedule.
6. Either party may terminate this contract with written notice. Any payment for above mentioned services owed by the Client shall be due and payable at the time the agreement is terminated.

Either party may terminate this contract at any time by supplying a written notice of termination on a specified date to the other party, with at least two weeks notice prior to the stated date of termination.

If there is any litigation needed between the Client and Contractor it shall be filed and tried in the Contractor's local jurisdiction.

In agreement to the above mentioned terms the Client and a representative of the Contractor shall sign below:

Applicable Law

This contract shall be governed by the laws of the State of _____ in
_____ County and any applicable Federal Law.

Signature of the Client

Date _____

Signature of Contractor

Date _____